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DEPARTMENT OF STATE

THE DIRECTOR OF INTELLIGENCE AND RESEARCH

WASHINGTON

28 FEB 1984

February 23, 1984

CONFIDENTIAL

MEMORANDUM FOR: Ms. Eloise Page
Deputy Director
Intelligence Community Staff

SUBJECT: Intelligence Community Manpower Study

In Hugh Montgomery's absence, I am sending you the following thoughts in connection with the Community's Manpower Study in response to your memorandum of January 27. All five of the points which we have made below are proposed initiatives which are intended to deal with personnel problems on which we think Community action might be useful. Three of the proposals relate to training and two to structural aspects of the personnel system.

1. We believe that there would be considerable merit in developing parallel personnel systems throughout the Community, particularly in the analyst category so that personnel can move between one Community agency and another with minimal effort and disruption. In practical terms, this would mean that career ladders within member agencies should be roughly similar, and that training and experience requirements would be as nearly identical as possible. We think this would offer the Community the advantage of mobility and it would also make possible more accurate comparisons between agencies when budgetary or other issues are involved.

2. A formal structure of senior, non-supervisory, analyst positions should be established throughout the Community to encourage the retention of senior analysts of demonstrated ability. CIA presently has a senior intelligence analyst program which could be the pattern for a Community-wide program. Consideration should also be given to requesting excepted service status for those elements of the Community which do not have such an arrangement at present. The purpose would be to enhance flexibility in personnel management.

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3. There is, in our judgment, a need for a Community "bank" of training slots which would be available to all elements of the Community to provide for the temporary replacement of analysts who are sent to mid- or long-term training. We think this would permit much more systematic training programs within the Intelligence Community without adverse effects on production.

4. Serious consideration should be given to developing formal training programs, across Community lines, to meet the long-term developmental needs of analysts and other Community personnel. Such programs should include comprehensive area and language studies, both in this country and overseas, as well as more specialized and shorter-term training programs. In connection with a Community training effort, special attention might also be given to the enhancement of foreign language skills among Community personnel.

5. As part of the career development program envisaged above, the Community should consider establishing a program for "cross-training" of management and administrative personnel in substantive fields, and for management training for analysts who have the potential to move eventually into senior supervisory positions. Although such programs could be conducted within the framework of individual agencies, it might be advantageous to establish one on a Community-wide basis. In addition, administrative support and management personnel within the Intelligence Community should be given regular exposure to substantive and program work in order to provide them with a better understanding of the people and functions they are supporting. This could , for example, take the form of "excursion" assignments to other Community agencies in some cases. The reverse might also be accomplished by providing substantive officers with excursion tours in administrative or management positions.

Herman J. Cohen, Acting

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